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# RECRUITER

*The United States Army Recruiting Command*

JOURNAL-NOV 95

Total Army Involvement in  
Recruiting, page 14

# Smart Quotes

**The rise in part-time and temporary employment of all private sector jobs has led to a long term erosion in economic security, such as benefits and wages and decreased opportunities for training and advancement.**

**A survey of 333,703 students at 670 colleges and universities indicates that financial stress is at a record high as reliance on student loans for financing college has risen for the eighth time in 10 years.**

**Source: The American Freshman: National Norms for Fall 1994**

**Fast food outlets now employ more than 2.3 million workers, and the segment is gaining on the Armed Forces as the gateway to the world of work.**

**Source: The American Prospect July 1995**

**There has been a rise in college graduates with BA degrees going back to school, not for Master's degrees, but to attend two-year community colleges. They typically return to a community college because they have no interest in working in the field of their major. Too many students are admitted to college without an academic foundation and as a result they take remedial classes, barely get their degrees, and graduate into a work force for which they are unprepared and have to return to a two-year school to secure skills missed the first time around.**

**Source: American Association of Community Colleges**

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The United States Army Recruiting Command

# Recruiter Journal

VOLUME 48, Number 11

November 1995



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## Upward trend in female accessions



MG Simpson

Recruiters note:

Quality young women are joining the Army in increasing numbers. This past year females comprised over 20 percent of our non-prior service accessions. Moreover, the trends for the past several months show a steady increase to almost 25 percent of all contracts, and their quality marks are excellent—well above the Department of the Army goals.

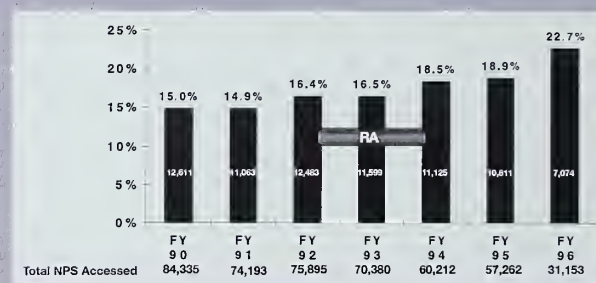
These positive trends have not occurred by chance. They are due, in large part, to smart strategies being employed by recruiters. Mission boxes are “gender neutral” and half the population is comprised of females.

We offer a better package of incentives to quality

young women than any other service and the skill training opportunities have never been better (98 percent of all military occupational skills and 64 percent of all jobs are open to females). Savvy recruiters already know this and they’re taking the market away from the other services. Our market share averaged 41 percent in FY 95, and I expect it will go higher.

That’s a good news story for the Army, and it’s a good news story for recruiters. The Army is getting high quality soldiers to meet force requirements, and the recruiter has an expanded market in which to prospect.

My advice to all recruiters and station commanders is to stay fully engaged in this important market. There is considerable potential for even greater gains.



## Veterans Day 1995

On Nov. 11, we honor the men and women who have served in the armed forces of our nation.

In this final year of the 50th anniversary commemoration of World War II, Veterans Day provides the opportunity to recall the sacrifice and selfless service of our veterans who served in that war. About eight million veterans of World War II—nearly half of those who served in it—remain alive today. This is a good opportunity to thank them for their service and to involve many of them in our commemoration of that war.

The veterans who returned home after World War II, and those who did not, were all part of a generation from

which we take inspiration. They won the war, and then made sure we did not lose the peace. They understood that our destiny is inexorably linked to the destinies of other nations. They believed that with our great wealth, power, and blessings of democratic freedom come great responsibilities to stand for and work for the common good.

Today, we live in a moment of hope, in a nation at peace. Our economy is sound, and because free markets and democracy now are on the march throughout the world, more people than ever before have the opportunity to reach their God-given potential.

But our work is far from done. We must contain the world’s most deadly weapons, extend the reach of democracy, and unite in opposing crimes against humanity. We must keep our arms ready and our alliances strong. We must build strong families and cohesive societies and vibrant, open economies that promote cooperation and competition. We must educate our citizens.

When we in recruiting talk about service to country, this is what we mean. And if we should ever falter, we need only remember the selfless sacrifice of our veterans 50 years ago. The flame of their youth became freedom’s lamp.



## Nov. 11 is Veterans Day

**THE 11TH HOUR OF THE 11TH DAY OF THE 11TH MONTH...**



Veterans Day has been observed since 1919, following World War I, when it was known as Armistice Day. Hostilities ceased in that war at 11 a.m. on Nov. 11, 1918. Since then, people around the world pause each year for a moment of silence at the 11th hour of the 11th day of the 11th month.

### Status of SDAP

■ It is expected that the dollar amount of SDAP will be increased to \$375 for level 5 sometime in this fiscal year. The issue is currently in conference being discussed by Congress. The effective date of payment is dependent upon the verbiage of the appropriations bill. The effective date is unknown at this time. When the bill is signed and reliable information is available, we will get the news to you.

A separate SDAP issue is currently being discussed with the DCSPER. The CG has requested elimination of the step process that has historically been used to pay new recruiters (i.e. Level 3 for the first 3 months, Level 4 for the next 6 months until the maximum is reached). The basis for the proposal is that new recruiters are expected to perform the same mission as recruiters who have been on the job for 10 months or more (drawing SDAP at the level 5 rate). This proposal is unre-

lated to the SDAP dollar increase mentioned above.

### Required picture ID

■ On Oct. 4, 1995 the Federal Aviation Administration (FAA) implemented enhanced security procedures for all airline passengers in the United States. These procedures have a direct impact on our new soldiers going to training.

Effective immediately, all Regular Army and Army Reserve shippers will report to MEPS with one of the following:

- ☑ Current photo identification, issued by a government authority (i.e. drivers license or state or local government issued photo ID card) or;
- ☑ Two other forms of identification, one of which must have been issued by a government

authority (i.e. birth certificate, original social security card, active duty orders, etc.) and the other one can be a school ID, credit card or travel orders.

You may not use certified copies of documents from enlistment packets. The documents used must be an original.

Guidance counselors will verify the forms of identification upon check in at the MEPS and take corrective action to help obtain a suitable document at that time. At this point, we are unsure what procedures will be necessary for applicants without documents or without acceptable documents. More information will follow.

Ensure applicants are informed of airline security requirements to:

- ☑ Clearly label luggage and be prepared to answer questions about their luggage.
- ☑ Be prepared to have carry-on and checked luggage inspected.
- ☑ Arrive at the airport 1½ hour prior to scheduled departure (MEPS will ensure this happens).

Point of contact at this headquarters is SFC Jensen at DSN 536-0472 or toll free 1-800-223-3735, extension 6-0472.

### Story ideas?

■ If you have a story idea or article you would like to see appear in the *Recruiter Journal*, call Kathleen Welker at (502) 626-0167.

### Correction

■ SFC Timothy S. Clark, who submitted the design from which the front of the Morrell Award medallion was adapted, is from Montrose Recruiting Station in Harrisburg Battalion, not Philadelphia as reported.

## USAREC Liaison NCO Address and Phone Numbers

■ Listed below are the telephone numbers and addresses of the USAREC Liaison NCO (LNCO) at training centers within the continental United States. Post a copy of this roster in USAREC Regulation 601-96, at Table P-1.

### Address:

HQ USAREC LNCO  
30th AG BN (Recept)  
Bldg 3020  
Fort Benning, GA 31905-5770

HQ USAREC LNCO  
120th AG BN (Recept)  
Bldg 1895  
Fort Jackson, SC 29207-6700

HQ USAREC LNCO  
46TH AG BN (RECEPT)  
Bldg 6590 (RM 105)  
Fort Knox, KY 40121-5430

HQ USAREC LNCO  
43d AG BN (Recept)  
Bldg 2100  
Fort Leonard Wood, MO 65473-5000

HQ USAREC LNCO  
39th AG BN (Recept)  
Bldg 500  
Fort McClellan, AL 36205-5078

HQ USAREC LNCO  
US ARMY AERO MED CTR  
Bldg 301  
ATTN: HSY-AER  
Fort Rucker, AL 36362-5333

HQ USAREC LNCO  
PO Box 33101  
Fort Sill, OK 73503-6102

HQ USAREC LNCO  
US Army Element  
E Co DLI  
Lackland AFB, TX 78236-5680

### Phone Number:

DSN 784-9214  
COM 706-687-6929/6932  
FAX 706-689-1392  
SFC Sullivan/SFC Gilley

DSN 734-4222/5416  
COM 803-751-4222/5416  
FAX 803-787-4394  
SFC Robinson/SFC Primus/  
MSG Brazell

DSN 464-1453/8131  
COM 502-624-1453/8131  
FAX 502-624-7259  
SFC Cutts/SFC Bohac  
SFC Sampedro

DSN 581-3613  
COM 314-596-0657  
FAX 314-596-0662  
SFC Green/SFC Taylor

DSN 865-3118  
COM 205-848-3118  
FAX 205-820-3101  
SFC Russell

DSN NONE  
COM 334-598-8955

FAX 334-598-9021  
SFC Badia

DSN 639-2610/5008  
COM 405-442-2610/5008  
FAX 405-581-1267  
SFC Pagel

DSN 473-3553/3554/3004  
COM 210-673-0850/3004  
FAX 210-671-3004 (call first)  
SFC Macias

Point of contact is SFC Jensen, RCRO-PP, DSN 536-4072 or 1-800-223-3735, ext 6-0472.

## We hear you

■ Did you ever wonder if anyone reads those post cards that come with the new RPI and calendars? A&PA does — they are a source of improvements in the items you use.

A case in point is the Door Knob Hanger, RPI 993. At your request, we brought back the door knob hanger as a trial last year. The immediate reaction was very good. You asked us to make it a permanent RPI and to add one improvement — a way that a recruiter could attach a business card to it without having to carry a stapler.

We didn't forget; when it was time to reprint the RPI we included the business card feature in the design.

## Internet HomePage

■ On Aug. 11, the Army Recruiting HomePage went on-line. It is accessible through the following universal resource locator (URL): <http://www.usarec.army.mil>.

The purpose of the HomePage is to generate interest in Army service. The HomePage's format is designed around TEAMS, with paragraphs included under each subject heading (training, education, adventure, money for college, and service to country) that go into detail about specific Army programs.

The Army Recruiting HomePage has the potential to reach all 20 million Internet users. Interested prospects can find out more by calling 1-800-USA-ARMY to receive a fulfillment PPI. In the future, the HomePage will include an electronic-mail reply instrument for prospects.

The Army Recruiting HomePage is currently linked to the Army and ROTC HomePages. Future improvements will include links from the Internet sites of magazines and television networks that run Army advertisements.



# Dynamic team development

by MSG Clyde P. Alexander  
HQ USAREC Training and Plans

**H**ow do we conquer the challenges of building successful work teams at company and recruiting station level in the Success 2000 environment? How do we know if we are a member of a successful work team? As leaders and managers, what can we do to effect positive changes in the development of successful work teams?

Recruiters, station commanders, and first sergeants have been seeking answers to these questions long before Success 2000. Since the transition to Success 2000, however, developing a successful work team is now more important than ever. Organizations within USAREC can no longer achieve and maintain consistent success without dynamic work teams in place.

**So, what are** successful work teams? Successful teams within USAREC may be a group of recruiters within a recruiting station, the recruiting stations within a company, and/or the companies within a recruiting battalion. It may be further defined as a group of individuals that share common visions, goals, and are totally committed to achieving their mission.

## Characteristics of Successful Teams

What are the winning characteristics of successful teams? What elements differentiate successful teams from groups of individuals? One of the most important characteristics of a successful team is the enthusiasm shared by the team members about being a team. They are all committed to the team and the organization for which they work. They stay performance focused toward the established goals and objectives of the team.

**The team members** are loyal to the organization, team, and established goals. Team members totally trust and respect each other. There is an effective, open flow of communication

within the team, with everyone understanding their individual responsibilities and roles. The team works within the parameters of clear and concise standards. It also shares common values and/or work ethic. The team leader assumes the role of coach and mentor. He or she knows the strengths and weaknesses of the team.

The above characteristics can be found in most successful teams regardless of what type of organization they belong to. These characteristics are the framework supporting the existence of the team. Leaders must limit situations that inhibit the above characteristics and degrade production.

## Advantages of Working as a Team

What are some advantages of belonging to a dynamic work team? First of all, the team will experience increased productivity and produce a higher quality product. Think of teams as combat multipliers. The production of a successful team is greater than the possible total output of the same number of individual workers. Secondly, team members of successful teams will have enhanced job satisfaction, thus creating a stronger commitment toward the mission.

**Success is found to be contagious.** The more successful a team becomes, the more successful they want to be. Self esteem increases with success and there's nothing like belonging to a team, sharing in the pride and accomplishments that comes with success.

Finally, the team will experience greater flexibility which will improve their quality of life. When working as a team toward a common goal and objective, it is much easier to maintain control and stay proactive when changes occur. Being able to stay proactive versus reactive will reduce stress, effectively improve how we use our time, and hopefully increase the amount of time available to spend with our families.

## Building Teams

Now that we understand the benefits of developing a dynamic work team, how do we go about forming our team? How do we motivate and sell



our recruiters on the idea of working as a team? To answer these questions we must first examine why the transition to Success 2000. Team development for some organizations was a particularly tough challenge. In fact, there are still some organizations struggling in their transition and which are finding it extremely difficult to develop effective work teams.

**The primary challenge** in transitioning to Success 2000 and team development is the resistance to change. Resistance to change is a natural human instinct, definitely not unique to USAREC. Normally, resistance to change is caused by the lack of understanding and a fear of the unknown. Resistance can also be caused by the lack of confidence that teams can be more productive than individuals. Some people resist change because they fear having to leave their "comfort zone;" they would rather continue doing business the "old way." Others resist becoming team members because they prefer to work alone. Rejection by the team may be a real fear for some people.

Knowing all this, what can we do to combat resistance to change in order to affect dynamic team building? Well, the foremost tactic to overcome resistance is education. Educating the work force on the principles of Success 2000 and how teams play a role in the current recruiting environment is the first step. The resisters to change must be educated on the organization's vision of how teams are supposed to operate under Success 2000.

**The most important thing** we can do to overcome resistance to change is to listen. When dealing with a resister remember to use open-ended, fact finding questions to discover their true objection for resisting. Always use empathy when dealing with a resister. The "feel, felt, found" method, just as it's taught at the Recruiting and Retention School, is an excellent method to employ when attempting to overcome objections and reduce resistance. (Example: "I know exactly how you **feel**, and many people have **felt** the way you do about this same issue. However, Johnny, what they have **found** is that if they made this change, it was beneficial to their entire family." We must always remember to acknowledge their feelings and then educate them using our enthusiasm and motivation.

**What can we do** when the resister fails to

participate as a team member and resigns themselves to be left alone, doing things their own way? First, I can't stress the importance of maintaining a positive mental attitude when dealing with this type of person. Positive counseling is of paramount importance in this situation. Highlight the word "positive." During your *positive* counseling session, educate this person on the team concept and vision of your team. Explain how important and integral they

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### ***What can we do when the resister fails to participate as a team member?***

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are to the success of the team. Never argue with this person, only explain your position.

**How about** when a resister claims that Success 2000 and team building is only the latest fad in recruiting and constantly expresses sarcastic comments? Again, educating them on the principles of Success 2000 and the importance of teams is the way to go. Promote team building with fun, such as organizing various contests within the team.

What about those who constantly talk about the "good old days" and always cast blame on others for their failure? We must talk to them and the rest of the team about individual benefits of working as part of a team. We have to convert those resisters to supporters by making them part of the solution, not part of the problem. We do this by asking them questions and soliciting information from them.

### **Final Thought**

The one thing to remember is to have patience and always maintain a positive mental attitude and enthusiasm while developing teams. Due to the constant recruiter turnover in our organizations, dynamic team development is an ongoing event, it never ends. However, the benefits of being a member of a successful team far outweigh the hard work of team development.

**Comments or suggestions for future articles? Contact MSG Green at 1-800-223-3735, ext. 6-0125.**



# IN THE LAND OF ICE AND SNOW

*by Verna Rossevelt, Seattle Recruiting Battalion*

***To recruit people into the Army in the state of Alaska is an experience totally different from recruiting anywhere else.***

**Alaska -- nowhere** else in the United States can you experience what is meant by "The Bush." Alaska is a state so enormous that, if you cut it in two, Texas would still be only the 3rd largest state. In all of that enormity there are only a handful of cities. There are only a few places connected by road. Anchorage and Fairbanks are the largest cities, and clustered around these are only a few other towns that could be called modern. These have populations of mostly European ancestry mixed with people from other countries and a sprinkling of Alaska natives. Beyond these cities are thousands and thousands of square miles of unpopulated land dotted here and there with villages of Indian and Eskimo peoples. These villages are totally isolated from the outside except for the bush plane, snowmobile and dogsled.

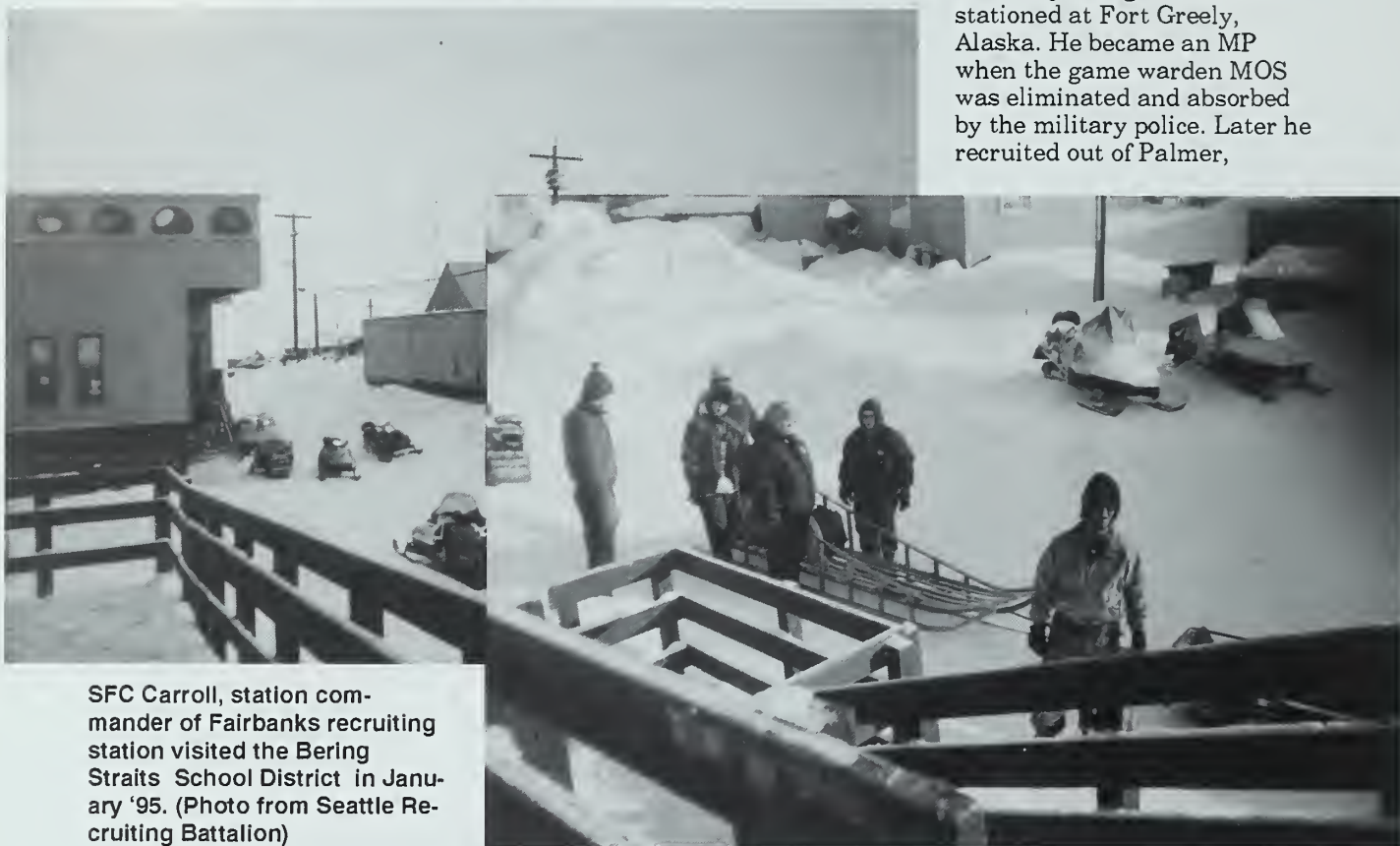
This may mean that a recruiter never sees the young person he enlists. The prospect may be interviewed and enlisted by phone and sent an airline ticket to MEPS. It may mean a trip into the wilderness by plane and snowmobile (or, in a few cases, by four-wheel vehicle) to acquaint the village with the recruiter and to build some familiarity and trust.

In mid-September, I traveled with SFC Chris Carroll, of the Fairbanks Recruiting Station, on a school visit to the Athabascan Indian village of Circle, Alaska. As I flew into Fairbanks, I was pleasantly surprised by the small rolling hills covered by beautiful golden birch and aspen trees

and villages that are only accessible by those crafts.

My first stop was Fairbanks Recruiting Station. It is unique in that it not only reflects the Army but Alaska. The walls contain mounts of native animals such as caribou and grouse and a pair of crossed snowshoes. As I talked to people, I realized one of the main subjects of conversation is hunting and fishing...highly important in Alaska where there are few people and plentiful game.

The station commander at Fairbanks, SFC Chris Carroll, grew up in Alaska and came into the Army as a game warden stationed at Fort Greely, Alaska. He became an MP when the game warden MOS was eliminated and absorbed by the military police. Later he recruited out of Palmer,



SFC Carroll, station commander of Fairbanks recruiting station visited the Bering Straits School District in January '95. (Photo from Seattle Recruiting Battalion)

punctuated here and there by dark spears of spruce. Temperatures were still in the sixties during the day and about forty degrees at night. The sun did not set until around 9:00 p.m., with twilight lasting until 9:30. I was told, when the fall equinox came at the end of September, there would be a rapid shortening of daylight hours until December when there would be only about three hours of daylight.

Even at the airport I was aware of how Alaska differs from the rest of the United States. Stretching along the regular runway for jets was a large float pond to accommodate the numerous small pontoon planes needed to reach the many towns

Alaska, then Seattle, Washington, and now Fairbanks. The station is also staffed by Army Reserve recruiter SFC Danny Cifers, who has been located there since the days when Alaska still belong to Honolulu Battalion. Fairbanks' third team member is SFC Eric Harris, who was raised in Delta Junction, Alaska.

On September 12th, Carroll and I drove in a 4-wheel government vehicle, the full 185-mile length of the Steese Highway. This highway was once a military road and also follows the old gold trails to their culmination at the Yukon River. Less than one-third of the highway is paved; the rest is compact dirt and gravel. We were lucky



that we only drove through a few small rain showers, which made me highly aware of the reasons for using a 4-wheel drive vehicle. If there had been more rain, we may have found ourselves driving through a sea of mud.

The only hints of civilization were a campground, two trail heads, a mining operation, and a group of road repair vehicles, operators and flag persons. Other than that, we saw about 20 cars, two moose and a lot of grouse. This was the loneliest 185-mile stretch of highway I have ever seen!

### *Fifty miles from the Arctic*

Circle is situated about 50 miles south of the Arctic Circle along the Yukon River. Many of the buildings are small log cabins. A larger wood building contains the store, cafe, saloon, and post office. A tiny log building serves as both mission church and as transfer station for the radio station out of North Pole (a small city near Fairbanks). Carroll pointed out a fish wheel along the road that is used by the natives to dip fish out of the river.

The school is three small red wooden buildings connected by an elevated boardwalk, which keeps the occupants above the snow-level in winter. One building houses the preschool through 3rd grade, the second houses the office, and the third has the 4-12th grade rooms.

According to the school principal, Circle is the largest city on the Yukon. There was a time in the past when 20,000 people lived there. Now there are about 110-150 residents and 80-90 percent are Native Americans (Athabascan Indian).

The Yukon Flats School District covers an area about 65,000 square miles. There are about 320 students in the district and about 40 teachers. The teacher turnover can be 30-60 percent because of the harsh weather and living conditions. There are about 12 schools in the district, each with one to three high school students. Some schools have kindergarten through high school in one classroom. There are correspondence courses for children so far away from any village that they cannot come to school. Circle School has a standard school district diploma and curriculum and two teachers.

### *Into the 21st century*

The native people are big on children's education, trying to bring the 19th century into the 21st century. The elders want their language to continue but know it may someday be eliminated. They want their kids to learn more. The parents would help their kids, if they could. In some cases the kids have more education than their parents, which can sometimes be a source of shame.

The students are low on reading skills and math. There is not much exchange of cash, so they do not learn to make change. Because it is hard for them to

think in the abstract, fractions can be hard for them. The students are intelligent and very willing. They catch on fast but it is not always easy. For instance they sometimes have problems with generalized tests because a lot of things mentioned have no relevance to them. They are comfortable in a 50-mile radius of where they live but have little or no exposure to the outside.

The natives are very close, almost a clique, but will take care of those they care about. An outsider must go in and get into the community, be aggressive and start conversations. After a teacher has been around a while and they got to know him, the parents said, "I want my son to go with you, he needs to make a bond with you."

### *The decision makers*


They have both patriarch and matriarch power structures in the Athabascan community. The women have jobs and make decisions. The elders sometimes have male-only nights but still confer with the female chiefs. Decisions are sent out in a community newsletter. Anyone who does not have a phone in their house can send a message over the radio station free of charge on a show called *Trapline Chatter*.

Carroll found there was one young person who is in the school that is of recruiting age. However, because she left the village for a while, she needed to make up some of her classes if she wants to graduate from 12th grade this year. If she takes extra classes, she can make it. She is making up her science credit from television off the satellite. She is not sure of what she wants to do when high school is over but would like to see the rest of the world.

### *School district uses ASVAB*

The Yukon Flat School District uses the ASVAB test in their schools. Last year, the Circle High School students took the ASVAB test during the Higher Education Weekend at Lathrop High School in Fairbanks.

Carroll told him that the Fairbanks Recruiting Station is gaining a new recruiter, SSG Milferd Hill, a native who graduated from Fort Yukon School. He was previously a battalion motor sergeant at Fort Leonard Wood, Mo., and is returning to Alaska to recruit. Hill should know a lot of the people in the area already, making the job of recruiting much easier.

By means of snowmobiles, dogsleds, and snowshoes the Alaska Recruiting Detachment fulfills the mission - - to bring the Army opportunity to the sons and daughters of Native Americans. 

# Trying on

## TRICARE

### — How it will fit recruiting

by Pearl Ingram, RJ Assistant Editor

The biggest change ever in military health care is just around the corner. Active duty personnel will hardly notice the change; however, family members and especially retirees will. This new change is called TRICARE and will go into effect across the nation by 1997. Already in effect in Washington, Oregon, Hawaii, and California, TRICARE's \$1.8 billion contract begins in Texas, Oklahoma, Arkansas, and Louisiana in November.

For those not familiar with the term TRICARE, it is the new Department of Defense managed health care program for soldiers, retirees, and families. A civilian contractor will be chosen in each of 12 regions by the lead agent for that region. The lead agent is the commander of an Army, Navy, or Air Force hospital; however, the local military treatment facility (MTF) commander remains responsible for providing local health care within a budget. The work of the contractor is to organize networks of civilian providers who will supplement military care.

So what does TRICARE mean to most people? "It's CHAMPUS in a different form," said TRICARE team leader Sandra Anderson. Anderson is the chief of Planning Development and Strategy at Ireland Army Hospital, Fort Knox, Ky. "Nothing changes the CHAMPUS programs except they'll have three options," said Anderson. The three options are TRICARE Prime, TRICARE Standard, and TRICARE Extra.

Will it improve the health care situation for recruiters and their families?

"The metro areas of Portland and Vancouver work fine," said Debra Clark, Portland Battalion's family service coordinator. "But in three-fourths of the state, we don't have participating providers," she said. Portland Battalion is in TRICARE's Region 11, the first of TRICARE's 12 regions to go into effect.

Active duty soldiers are automatically enrolled in TRICARE Prime and will continue to go to a military treatment center for medical care — the same as today. Recruiters outside the catchment area will continue using Direct Care. But family members and retirees must choose one of the three options of TRICARE.

### TRICARE Prime

The TRICARE Prime option is similar to a civilian health maintenance organization, commonly referred to as an HMO. Enrollees will be assigned a primary care manager, which can be at a military hospital when space is available or in a civilian network. Like the civilian HMO, members pay \$12 per visit when assigned to a civilian network provider. When the primary care manager is a military hospital, as for active duty soldiers, no fee is required.

"Prime is the most restrictive of the three options," said Anderson. Once enrolled in Prime, the family member must stay in the program for one year unless the sponsor has a permanent change of station. Once signed up for TRICARE Prime, a member cannot switch back to TRICARE Standard without the penalty of a \$300 deductible and a 50 percent cost share.

"They (family members) agree to always use a primary care manager," said Anderson. "You will always go to that person for your health care. They will decide the appropriate medical necessity of care for you."



## TRICARE Standard

TRICARE Standard is CHAMPUS as we know it today. Under this option, the deductible must be met before CHAMPUS pays — the same as today. A copayment of 20 percent is paid by the member after the deductible has been met and anything above the CHAMPUS maximum allowable charge is paid by the member. Often members must file the claim.

"The advantage of standard CHAMPUS is that you have a lot of freedom of choice," Anderson explains. "You can go and obtain as much health care as your pocketbook will allow you."

## TRICARE Extra

TRICARE Extra is CHAMPUS with a 5 percent discount off the copayment for using preferred providers. The same \$150 deductible per individual and \$300 per family must be paid by members as in TRICARE Standard.

"You don't have to fill out any of the CHAMPUS forms if you use the providers in the network," said Anderson. "That provider has already agreed to accept the CHAMPUS allowable fee and will file for the beneficiary."

Where does this leave recruiters?

Since active duty soldiers will be enrolled in TRICARE Prime and their primary care manager will be the military hospital or in some cases when there's an agreement with the Veterans Administration, the VA hospital, there's no change. Active duty soldiers cannot use CHAMPUS and are required to continue using Direct Care when not in an area served by a military hospital.

"Active duty still stay the same," said Anderson. "If they're not close to an MTF they will continue to obtain their health care in the same way they traditionally obtained their health care."

Anderson feels Prime will be in metropolitan areas with large concentrations of military beneficiaries. Those are the areas that will be cost-effective for the contractors. However, she feels the contractor will have an incentive to actively recruit more physicians into the preferred provider network, which will give recruiting family members the chance to participate in TRICARE Extra.

"The family members will be offered the opportunity to enroll into the Prime and use one of the military treatment facilities," said Anderson. "We anticipate offering enrollment into the Prime at the medical treatment facility to all of the active duty soldiers who are assigned to the Fort Knox installation. We will determine who has priority for enrollment in the MTF, and right now that is going to be the active duty family member."

Another advantage that the contractors will bring is the TRICARE Service Center to be located at the military hospital. It will have a 24-hour, seven-day a-week 1-800 phone number that can provide information on your claim. The health care finder will be there to explain how to get care and will be able to tell recruiters who the participating providers are for their area.

"There is no improvement for the majority in this battalion," said Clark. However, she does have some advice for battalion family service coordinators. "Find out who your lead agent is going to be. Find out who the field coordination manager is, the person in charge of the contract for the area. Introduce yourself and make yourself known."

This has worked well for Clark at the Portland Battalion. She asked for a separate telephone line for health benefit advisors' use and they got it. "I am on a first-name basis with these people," Clark said. However, she said, "It helps for the battalion commander to have a meeting with them because they forget about recruiters. Even though they don't fix everything immediately, hopefully improvements will come."

Will efforts continue to improve health care access for recruiters and their families? "All monies for military health care is done on a capitated basis," said COL Richard Steiner, the USAREC Command Surgeon. "Capitation means the Army is going to spend X dollars per beneficiary per year." In order to assist the Northwest Health Services Support Area commander, Steiner has been asked to provide demographics on active duty soldiers assigned to remote sites in Region 11.

"I will go out there in November to attend their Puget Sound Federal Health Council TRICARE executive meeting. The focus will be on geographically separated units," said Steiner. "The other thing I may ask them is if it would be feasible for recruiters to get a credit card. Give us the credit card, give us the dollars, and we will manage the care. This is a concern of General Simpson and he wants me to go to their meeting," said Steiner.

According to Steiner, the command will continue to work at Department of Army level for better access to health care for recruiting families. Direct Care's processing time for claims is not satisfactory to the medical providers or to the Recruiting Command. In the meantime, Anderson's advice to family members in remote areas is to consider a CHAMPUS supplement. If Prime comes to their area, the supplement can then be cancelled.

For more information on TRICARE in your area or on any health care concern, contact the family services coordinator located at each battalion headquarters. 🏠

# Health and stress

by MSG Bruce W. Barnes  
HQ USAREC Training and Plans

**Job stress** is becoming a major epidemic in America. Almost 15 percent of all job-related injuries last year were a result of stress; these cost US companies over \$200 billion annually.

Many of us in the Recruiting Command view stress as simply part of the job, and find it difficult to understand why civilians worry about stress. The fact is that recruiting is, by nature, a demanding and stressful job.

Many civilian organizations, however, have learned how to beat stress by following stress-reducing techniques. These techniques, when applied to recruiting, will help recruiters lower stress, as well as assist leaders in enhancing quality of life. Here are several suggestions to help recruiters and leaders better manage stress.

## Put Stress in Perspective

Everyone needs to first realize that stress is based on your perception of a situation. For instance, have you ever stopped at a red light and gotten upset because you were running late? If your answer is yes, you are probably among the million of Americans who let minor irritations stress them out.

One way to prevent this is to understand that we make conscious choices to get upset in these situations. Each of us is in control of our perceptions, and we can choose to respond positively or negatively to our environment.

When something happens in our lives, we have a decision to make. We must ask, "How will I let this effect me?" Our choice is that we can either get upset at all of the red lights in the world, or we can accept them and make plans to compensate for them (like leaving a little earlier). As someone once said, life is only 10 percent of what happens and 90 percent of the way you respond to it.

Another major element of stress is worrying. Think of all the wasted time people spend worrying about things that they have no control over. For instance, have you ever worried about something that you didn't want to happen, and stayed up most of the night thinking about it? It helps to realize that 80 percent of what we worry about never happens! This means that there is only a one in five chance that what you are worrying about will ever occur.

You can reduce stress in your life by determining how likely it is that it will take place (high, medium, or low), and

then accepting the fact that if it comes to pass, there was nothing you could have done about it anyway. Chances are that it won't be as bad as what you imagined. Some helpful sayings to use in this situation are:

- "Someday I will laugh at this."
- "Things could be worse."
- "Problems are just opportunities in disguise."

## Coping with Stress

Even when we have a positive outlook, we cannot entirely eliminate stress from our life. Stress, both positive and negative, are constants in our life. Sometimes positive stress actually helps us to do better at our job, and make us perform at a higher standard. For instance, have you ever experienced the positive stress when you push yourself to achieve a goal? This type of stress is useful and has many health benefits.

Negative stress, on the other hand, is harmful over prolonged periods and causes numerous health problems. Understanding how to cope with negative stress is necessary to minimize the effects stress has on your mind and body.

A proven method of coping with stress is the practice of relaxation or meditation techniques. No, you don't have to be a far eastern meditationist to benefit from practicing relaxation techniques. However, by following some of their relaxation principles you may feel a great deal better for your effort.

The general principles of relaxation are to first sit quietly in a comfortable position. Close your eyes and slowly take deep breaths through your nose. Begin to relax your muscles by first tightening and loosening them. Once your body begins to relax, visualize positive thoughts, or imagine an event that you would like to have happen in your life. Periods of deep relaxation will reduce built up tension in your body, and restore your energy level. If you don't have time to go through the relaxation process, try to practice the art of taking one-minute vacations. You can get away from whatever is causing the stress and try to wind down by enjoying the fresh air, watching children play, or listening to relaxing music. To further cope with stress it may help to ask yourself:

- What is the worst thing that could happen?
- What advice would you give to a friend in a similar position?
- Five years from now, how will I remember this?





# management



## Recognize the Symptoms of Stress

By understanding how your body reacts to stress, and learning to recognize the early warning signs of stress, you can work to prevent stress attacks before they happen. Stress symptoms vary, but they generally fall into three categories: physical, emotional, and behavioral.

Some of the physical signals of stress are tight muscles, pounding heart, upset stomach, and headaches. Some people also feel angry or irritable, and may become depressed when they are experiencing stress. Changes in behavior may also occur, such as forgetfulness, insomnia, or increased eating and drinking.

Keeping in touch with your body and recognizing symptoms before they are problems will help to significantly lower stress in your life. Because, whenever you begin to feel symptoms of stress, you can choose to find a way to remove yourself from the situation. Or ask yourself, "Am I allowing myself to get stressed?" and then take control of your attitude.

## Getting in Shape

Being in good physical condition prepares your body to handle stress. The healthier you are the easier it is to shake off the harmful effects of stress. The three elements to a healthy life style are: good dietary habits (low-fat diet), adequate amount of sleep (6-8 hours), and physical training (three times per week). People who practice these habits experience a higher level of endurance and increased energy.

To be effective, exercise must be aerobic. Aerobic exercise involves a sustained activity that stimulates your heart and lungs. Prolonged aerobic exercise also relaxes the body. Many long distance runners say they experience a runner's high, which is actually the body's release of stress-reducing chemicals in your body.

## Reduce Stress

By simply changing our behavior, or how we act, we will reduce stress in our lives. Time management and communication skills are two behaviors that directly affect the amount of stress we experience. By practicing time management skills such as planning and prioritizing you can overcome the stress associated with having to much to do, and not enough time to do it in. To learn more about time management, start by going to the library and checking out one of the numerous time management books available.

Another behavior that is the root cause of many problems and upset feelings is how you communicate with

others. By being precise and avoiding vague messages you will prevent being misunderstood. Assertiveness will help you avoid the disappointment of not getting what you want. For instance, using phrases such as, "Yes, I want," or "No, I don't like," will help relay your true beliefs. Being assertive prevents others from imposing their wishes upon you, thereby reducing many stressful situations.

Listening to others is also an important behavior that will reduce stress in your life, and the lives of others, by avoiding unnecessary disagreements and conflicts caused by misunderstandings.

## Leadership Tips

The number one thing that leaders can do to reduce stress in their subordinates is to recognize how much stress they cause others. When someone says good morning to you, are you the type of person who asks "What's good about it?" or are you cheerful and motivating? Almost everything, from the way you dress to the time of day you eat lunch, affects others. More importantly, when you are in a bad mood, imagine how it affects the people who work for you.

You might think it doesn't matter how much stress the boss causes, because that's just part of the job. However, if supervisors are able to minimize the stress they cause in others, they will see an increase in their subordinates' performance. Leaders can also reduce stress by recognizing positive behaviors or actions in their subordinates. When a subordinate does something good, let him know you appreciate it. As the old saying goes, "That which gets rewarded, gets repeated."

Recruiting is a tough job, no doubt about it. When recruiters continuously experience negative stress, their performance suffers. After prolonged stress, the human mind and body will eventually experience memory loss, reduced creativity, nervous breakdowns, heart attacks, and even death. Adopting some of these techniques will go a long way towards lowering stress, and improving quality of life within USAREC.

Remember, taking care of your body doesn't just make sense, your life depends on it! 🧘

# TAIR:

small budget, big return



Observed by a shop student, SGT Troy Thibodeaux, demonstrates the automated capabilities of the Army's HEMTT wrecker. Thibodeaux and SGT Jesse Baker (not shown), HSC, 1st Armored Bde., Fort Knox, Ky., visited 10 high schools during a two-week TAIR event. (photo by Gayian Johnson, Chicago Recruiting Battalion)



TAIR team culinary artists from Ft. Lee, Va., SSG Marcia Johnson, SFC Sharon Jackson, and SPC Allen Pimento demonstrate their skills at Vandalia High School, Ill., for SSG Dwight Eversole, Effingham Recruiting Station. (photo by Abida Johnson, St. Louis Recruiting Battalion)







SPC John Bower, 74th Army Band, performs at Hayes High School in Delaware, Ohio, as a member of GI Rock. The seven-piece rock combo from Fort Benjamin Harrison, Ind., toured the battalion's high schools in March. (photo by Brian Lepley, Columbus Recruiting Battalion)



SGT Michelle Sykes, TAIR demonstrator, talks to a West Covina high school student about the Army's dental specialist MOS. (photo by Lynn Wallace, Los Angeles Recruiting Battalion)

(below) SGT Troy Thibodeaux, HSC, 1st Armored Training Bde., Fort Knox, Ky., explains the operation of the Army's unit-level engine diagnostic machine, to an automotive shop student. (photo by Gaylan Johnson, Chicago Recruiting Battalion)



A Topeka High School student learns how to tie the ropes for rappelling from SGT David Weaver, Ranger team member, Fort Lewis, Wash. (photo by Ginger Morrow, Kansas City Recruiting Battalion)

*All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.*

## A recruiter writes:

The current enlistment contract used by the U.S. Army and all military services has no consequence for the applicant if the applicant decides that he does not want to go into the Army after he has already enlisted into the Delayed Entry Program. The current enlistment contract used by the U.S. Army only obligates the Army to keep its obligation if the individual ships.

Only documented medical or family hardship should be considered legitimate reasons for being released from the Delayed Entry Program. All other reasons an individual becomes a DEP loss include failure to graduate, law violations, and the pursuit of higher education. These reasons should be considered as having been avoidable by the individual and subject to disciplinary action for breaking their contract agreement. My proposal is to change the enlistment contract so that an applicant will think twice before changing their mind and not going to basic training. The proposal is:

- Minimum two-year wait before being able to enlist into any branch of the military, to include any Reserve and or National Guard component. The two year wait starts from the original ship date.
- Individual is unable to apply for or receive any federal or state government job for two years from original ship date. After all, individual has already given up one federal government job.
- Individual is unable to apply for or receive any federal financial aid for education purposes for two years from date of ship date.

If we're not going to discipline an individual who breaks the enlistment contract, then perhaps we recruiters should start using the no obligation enlistment contract as one of our selling points. More people would join if they knew they could get out of the obligation later, yet some of those who didn't really plan to ship would ship because nothing better came along.

Give recruiters a contract with some bite and see DEP losses decline. If we're not going to change the contract then let's stop holding recruiters responsible for DEP losses and having to make them up.

## Chief of Staff responds:

I appreciate your comments through the *Recruiter Journal* regarding "An Enlistment Contract with a Bite."

When individuals enlist into the Delayed Entry Program, they are signing an agreement between themselves and the Army. You have come up with some interesting proposals that may make a person reconsider a decision to become a Delayed Entry Program loss, but your proposals may also stop some people from enlisting. While it would be nice to have penalties for a person who becomes a loss, the public relations problems would far outweigh the satisfaction that we, as recruiters, would feel.

Delayed Entry Program losses are broken into avoidable and unavoidable categories. These categories were established because, with proper motivation and management, the avoidable categories are just that, avoidable. We all feel frustration at the Delayed Entry Program member who becomes an avoidable loss. Penalizing the applicant will also penalize the recruiter because some of these people do come back to enlist.

When we enlist a person who is not scheduled to ship for training for months, that person's situation may change. This is especially true for high school graduates who are looking for a job now. Many of these people are still looking for a job so they can support themselves. We must continue to stress the benefits of the Army to these people so that when they find a job, they will still want to ship for training. The United States Army Recruiting Command recognizes that not every person who enlists will ship to training. That is why the contract mission exceeds the accession mission. We need to work with our members of the Delayed Entry Program to keep them motivated and qualified. Those whom we identify as a loss must be identified as soon as possible. If we are unable to resell the soldier, we must still treat them with respect. They may know other people who could be interested in an Army enlistment.

DEP losses are tough for everyone — the applicant, you, and the Army. I truly wish there was a better way. I guess the bottom line is that you gotta keep 'em motivated. Again, thank you for your comments and best of luck in your recruiting endeavors.



**Vision implies change.** Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

**Teamwork:** Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

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# Increasing the odds

## —Recruit the Recruiter Team update

**It makes sense** that if you are happy in your job, you perform better. This is true in all walks of life, and especially true in recruiting. Imagine if every recruiter in every foxhole was in that foxhole because he or she wanted to be in that foxhole? To quote Louis Armstrong, "What a wonderful world it would be!"

Efforts have been made since early 1992 to increase the number of voluntary recruiters. At that time, 87 percent of the recruiting force was detailed. That was when USAREC decided to start recruiting their own and the Recruit the Recruiter program was conceived. Today's recruiting force is now up to 25 percent volunteer, a decided improvement and a credit to the Recruit the Recruiter team, which travels three weeks out of each month, visiting installations and making presentations.

The team consists of six members:

- MSG Dwight Bailey
- SFC Curtis Brunson
- SFC Pauline P. West
- SFC Jeffrey S. Wright
- SFC James O. Sprigler
- SSG Alice M. Watkins

They have made 145 presentations this year, and are scheduled to make 48 more. From this year's presentations alone, the team has spoken before 5,079 people, with 392 volunteer packets filled out. Including daily phone inquiries and packets mailed out to those individuals, the number of volunteer recruiters who have been accepted this year is 251.

A Recruit the Recruiter two-member team usually visits an installation for two days, making one or two presentations a day. Audience size varies from 15 soldiers to 450. The team explains the need for volunteer recruiters and the benefits of the recruiting life. They also explain the requirements for becoming a recruiter:

- Education — A minimum of a high school diploma, or a GED with at least one year of college.
- GT Score — 110 or higher, although the GT score is waivable to 100 if accompanied by an ST score of 100 or higher.


- Age and Rank — Between 21 and 35 years old, having attained the rank of sergeant through sergeant first class.

The teams also explain that a soldier's honesty, integrity, physical condition, military bearing, and personal appearance are critical. A potential recruiter must also be financially stable and have no major medical problems. At this time, single parents are not eligible for recruiting duty.

Other qualifications include being a highly motivated individual with a positive mental attitude and possessing the ability to work with little or no supervision. Potential recruiters are warned that most recruiting stations are not near a military installation and recruiter are, therefore, not able to take advantage of the benefits of living on or near a post. They are advised to be prepared to live "on the economy," where they will be expected to become a very active and visible part of their new communities.

At recent presentations at Forts Rucker and McClellan in Alabama, the recruiting team of West and Wright was joined by USAREC's RA Recruiter of the Year, SFC Cory Olsen, who explained USAREC business practices as changed by Success 2000. "Everyone in the Army knows we work better when we work together as a team, and that's what Success 2000 is doing for us," he said.

***A soldier's honesty, integrity, physical condition, military bearing, and personal appearance are critical.***

With a patriotic video at the opening of their presentation, the Recruit the Recruiter team emphasizes that the soldiers who are selected to be recruiters are model citizens and model soldiers. They will live and serve in their communities, and they influence young Americans to follow in their footsteps. In the words of team member West, "USAREC can continue to provide the strength with your help. We need high caliber soldiers to be role models and advisors to the quality youth who will be the Army of tomorrow." 

# Team building

## — Fundamental to leadership

by Warren Nielsen, USAREC Total Recruiting Quality

**In every aspect** of recruiting, people must produce the services and products that are essential to achieving success. How well and how much they produce depends on their knowledge, skill, creativity, commitment, attitude, the technology employed, and finally the quality of those who manage them.

Typically, people work in small groups that have common or related functions. Each person in such a group has an individual aspiration, level of skill, and attitude toward the task. Since people think, feel, and respond according to their individuality, they sometimes do not consider the benefits of supporting and cooperating with others to achieve a common goal. Using the synergy of talents available to the station commander is fundamental to the

concept of leadership: influencing others to perform a task through purpose, direction, and motivation.

In the Success 2000 work environment, overall results achieved are seldom the outcome of one individual recruiter's talent. Each recruiter is influenced by the attitude and action of the station personnel. If the influence of the work environment is positive, a person tends to be productive. The same is true for a group of workers. When the influence is negative, both individuals and groups tend to be less productive.

Based on my experience working with teams and reading the newest "expert opinions," seven essential ingredients for successful teams focus on:

1. **Common Goals.** A team works best when everyone understands its purpose and goals. If there is confusion or disagreement, they work to resolve the issues. Team buy-in and ownership is forged through common goals.
2. **Leadership.** Set a good example. Coach, counsel, and mentor. Empower, encourage, motivate, and maintain a positive attitude.
3. **Interaction and Involvement of All Team Members.** The individual abilities, knowledge, and experience of the team members are fully utilized. Team members can get help from others on the team and give help without being concerned about hidden agendas.
4. **Maintenance of Individual Self Esteem.** Awareness that self esteem is an individual emotion. The degree that each team member accepts themselves in spite of mistakes, frailties, setbacks, and shortcomings.
5. **Mutual Respect and Trust.** Team members can state their views and differences openly without fear of ridicule or retaliation and let others do the same. A firm belief or confidence one team member has in the honesty, integrity, and reliability of another team member. Without trust, no team can be totally successful.
6. **Open Communication.** Because of mutual trust, people can say what they feel.
7. **Conflict Resolution.** Team members do not suppress conflicts or pretend they do not exist. Instead, they work through them openly.

Effective teamwork knows no level. It is important among all leaders, managers, first line supervisors and the recruiting force. The absence of teamwork at any level (or between levels) will limit organizational effectiveness and will make us less successful.

Team building is fundamental to leadership. Once the direction is established, leadership steers the course, and collectively the team arrives at the destination, together.







Columbia Downtown Recruiting Station's mannequin wears BDUs and other field equipment. The mannequin catches the eye of those coming into the station and prompts them to ask questions.

## A mannequin makes the difference

Story and photo by Vernetta Garcia, Columbia Battalion A&PA

■ If you ask the Dentsville and Columbia Downtown recruiting stations what helps them make mission, they could say a dummy — a mannequin, that is.

Each station has a display of a male mannequin dressed in the battle dress uniform prominently showcased in the station.

Dentsville Station has had a mannequin for three years, but Columbia Station just obtained one seven months ago. SFC Bruce M. Stratford, station commander of Columbia Downtown Recruiting Station says he has really noticed a difference.

"Applicants like to touch it and play with it," said Stratford. "It

gives them an image of themselves — of what they might look like as a soldier."

"It's a ho hum buster, an attention getter," said SFC Howard G. Sanchez, station commander of Dentsville Recruiting Station. "It gives people a picture of a soldier and the uniform," said Sanchez.

SFC Mark A. Mead of the Dentsville Station acquired the mannequins from the Fort Jackson Training Center Clothing Sales Store. The store was doing some remodeling and Mead inquired as to what would be done with the old mannequins. A store worker said they would be stored in a warehouse or thrown away. Mead offered to take a couple off their hands. He was given two mannequins, one black and one white male.

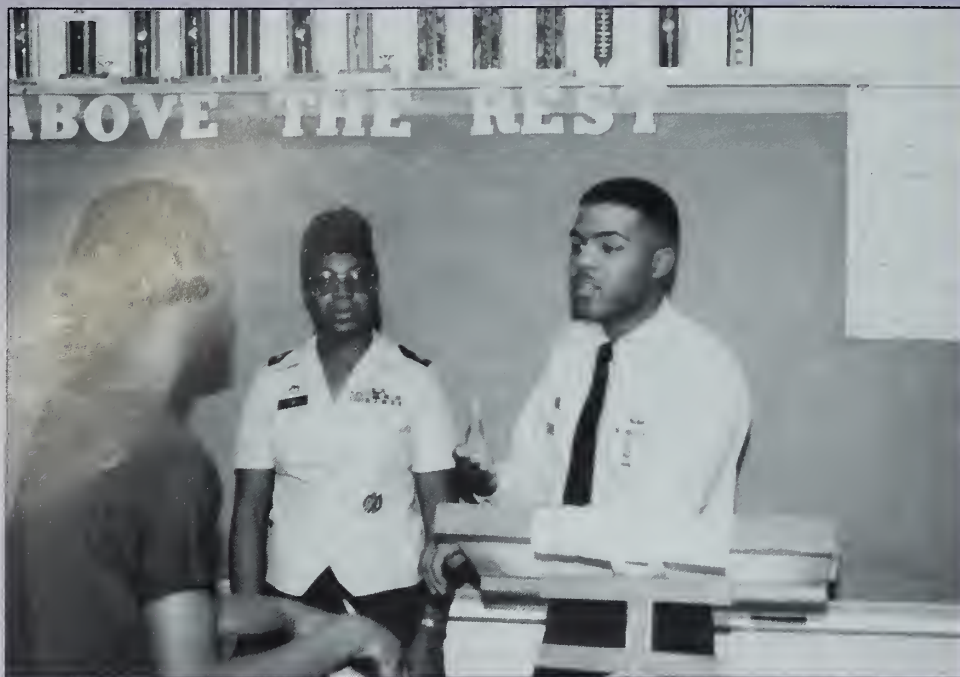
The mannequins were a little battered and broken, but the recruiters taped and wired them and camouflaged scars. The Dentsville Station's was repaired, slowly equipped by the recruiters, and displayed. The other mannequin remained in storage at Dentsville. Once repaired, it was given to the Columbia Downtown station.

The displays were a group effort. Both are dressed in BDUs, wear a helmet, have camouflage-painted faces, and are surrounded by sandbags. The equipment includes meals ready to eat, flight vest, parachute, gas mask, ammunition cases, a mine, a dummy M-16 rifle, and mosquito netting.

"I recommend them for other stations," said Stratford. According to Stratford, other services have ships and planes, so the soldier is the Army's display. And it works!



SFC Richard Hopson, Milwaukee Battalion, received \$2,766.23 for his idea to switch the full roller on the Brothers fax machine to the opposite side. The cartridge can then be used again. This doubles the use of the printing cartridge and saves the command an estimated \$113,246. BG James E. Shane presented Hopson with a certificate and check.



PV2 Derrel Armon of Jackson, Miss., was recruited once again by his recruiter, SGT Lenora Fort, (center) for participation in the Hometown Recruiter Assistance Program.

### Hometown helper tells it like it is

*Story and photo by Patrice E. Creel, Jackson Battalion A&PA*

■ He's a former Marine, holds a black belt in Karate, in charge of work production schedules and fluent in two foreign languages — all of which make it hard to believe that PV2 Derrel Armon is only 22 years old.

PV2 Armon easily accomplished his recent mission of sharing successful Army experiences with high school students as a participant in the Army's Hometown Recruiter Assistance Program (HRAP) in his hometown of Jackson, Miss.

SGT Lenora Fort of the Jackson Recruiting Station put an HRAP request in his enlistment packet when she recruited him in November of 1994. Less than a year later, she proudly intro-

duced her outstanding recruit to the JROTC classes at south Jackson's Jim Hill High School and at Armon's alma mater, central Jackson's Murrah High School. He praised the cadets at Jim Hill for placing in the top 10 in the recent national JROTC competitions.

After his 1991 graduation from Murrah, Armon served for three and a half years in the Marine Reserve. He then joined the Army and chose to repeat basic training before his Advanced Individual Training as a dietitian (91M).

Now stationed at Fort Sill, Okla., Armon plans low-calorie menus, sets production schedules, and says, "Sometimes, I actually do some cooking."

He spent a week in August assisting recruiters of the Jackson Recruiting Battalion in relating his personal military life experiences. He spoke to numerous students including younger former classmates who wanted to know, "What's it really like

in the Army?" He told them what to expect at basic training and Air Assault School, where he was a member of the Delta 1st/507th Parachute Infantry Unit.

Then as a benefit of his HRAP participation, he enjoyed using his free time to visit his parents, Isiah and Lena Armon of Jackson, his siblings, other relatives and friends.

"The Army has helped give me a better outlook on life," Armon related to the JROTC students. "It's much more than just going to a job 9 to 5. I have good benefits, get to travel, and I meet new people every day. I especially like getting to meet people from other cultures and picking up on different languages," he added.

"Sergeant Fort told me exactly how it would be," PV2 Armon related as he introduced his recruiter, "and now I'm recommending the Army to these cadets. It's my turn to assist her."



## Olympic hopeful joins up

Photo and story by Beth Settle, Milwaukee Battalion A&PA

■ A lone shooter stands on the line, his shotgun pulled into the well of his shoulder, his cheek pressed into the highly polished stock. "Puulll." The target's released. Bam, another clay target blown to smithereens.

Competing since he was 8, the Army Marksmanship Unit's (AMU) newest and youngest member, PVT Matt DePuydt, has been through this drill more times than he can remember. After winning scores of shooting awards and tournaments for the past nine years, the modest 17-year-old Houghton, Mich., trapshooter has his sights on being an Olympic athlete and plans to use the Army to help him.

DePuydt grew up in a small

town on the Keweenaw Peninsula in Upper Peninsula Michigan. Hunting and shooting, along with ice hockey, are major staples for the inhabitants of this beautiful, wooded area. With the demise of the copper mining industry, tourism, paper mills and a small university are the area's main employers.

D.I. Boyd, Chief of Competition for the AMU, said funding is the primary reason shooters join the Army shooting team.

"A very small percentage of shooters comes to the team having had sponsors. Those hoping to make the Olympic team know it costs a lot of money for the mental training and equipment needed to succeed," said Boyd.

Boyd said, generally speaking, shotgun shooters come from the more affluent families that can afford to pay the extra expense of the ammunition, range or club fees, and weapon. And he added, someone training to become a world class ath-

lete can incur enormous expenses.

Prior to joining the Army, DePuydt witnessed Army shooters at various matches. Like many of those who came before him, DePuydt was impressed with the quality of shooter the Army develops.

"I was motivated to join the team to someday represent the United States at the 2000 Olympics, and to be associated with world champions," said DePuydt.

Burl Branham, AMU International shotgun coach, scouted DePuydt during last year's Fall Selection Match in Colorado Springs, Colo. After observing him at several previous matches, he offered DePuydt a position on the team right on the spot.

"I had seen Matt shoot before and was very impressed by the way he handled the gun. I thought he had the potential to be a world champion, especially coming in as young as he is. It's still going to take another three to five years to develop him into a world class athlete," said Branham.

DePuydt enlisted in the Army's Delayed Entry Program last November after being accepted on the team. He is scheduled to go to basic combat Training at Fort Benning, Ga.

As a member of the Army shooting team, DePuydt will have three years of intense instruction and competition. As he gets closer to achieving his goal of becoming a member of the distinguished US Olympic Shooting Team, he'll be serving his country as a member of another distinguished team, the US Army.



The Army Marksmanship Unit's youngest member, 17-year-old PVT Matt DePuydt, takes careful aim seconds before the clay target is released. Depuydt is Michigan's top youth sharpshooter.

# USAREC's swinging band program

by Mary Lou Oreschnick,  
Minneapolis Recruiting Battalion

■ Despite the downsizing of the Army and de-activation of some of the bands, we still have a band mission and are actively recruiting musicians.

In an effort to increase the number and quality of the people being recruited into the band program, the Army Band liaison program was established in November 1994.

A test was conducted by Headquarters USAREC in the Minneapolis Recruiting Battalion in FY 94 that resulted in the Minneapolis Battalion accomplishing 234 percent of their band mission.

The success of this test resulted in an increase from one liaison to the current strength of five — one assigned to each brigade.

Prior to the establishment of this program, USAREC's highest mission accomplishment was 51 percent with an attrition rate at the School of Music of over 20 percent. In FY 94, 97 percent of the mission was attained while decreasing the attrition rate.

According to SSG Kevin Edwards, USAREC Band Liaison, "The concept behind the band liaison program is to make it more user friendly for the field force."

The band liaisons are available to help recruiters penetrate colleges, junior colleges, and high schools. They can give skill clinics and talk to the band classes about music.

The liaisons are professional musicians and can effectively communicate with the students because of their love for music. These individuals are not recruiters, so it is important to make sure that a recruiter accompanies them into the classroom to answer questions about various Army programs.

In addition to the clinics, the five liaisons are all qualified to conduct active Army band auditions on the spot. This saves processing time and money since the applicant does not have to be sent to an Army installation for the audition.

An audition consists of one prepared piece (grade 4 or higher), all scales, (major and minor), two octaves ascending-descending with arpeggios. The final portion of the audition is

extensive sight reading. The best qualified applicants are selected for the available positions.

There are current openings for piano, oboe, bassoon, clarinet, and French horn. Some of these MOSs have bonuses connected with them.

Since the program has been in effect, there have been several significant improvements. The attrition rate at the School of Music has dropped dramatically, from 24 percent in 1992 to 6.1 percent in FY 95. The worldwide strength for bands has increased from 67 percent to 104 percent. Although USAREC saved over \$250,000 in applicant travel during a one-year period, according to Edwards there's still room for improvement.



Husband and wife recruiting team SSGs Jose V. (left) and Dena K. Jimenez (right) talk to Jeremy Phillips and SSG Anthony P. Biagianti outside the Patchogue (Patchogue, NY) Recruiting Station. Every Tuesday and Thursday morning, Dena leads a group of DEP members in physical training. The Jimenezes, who have been married nine years, arrived in New York last April. The Patchogue station is their first recruiting assignment. (Photo by Emily DiCenso)





# Hunting Safety

by Mickey Gattis, USAREC Safety Office

**H**unting is a sport enjoyed by many recruits and November marks the opening of deer season. The two most common contributing factors to hunting injuries are the shooter mistaking the victim for game and the victim being out of sight of the shooter. Most soldiers receive considerable small arms instruction during basic training, and firearms are certainly not unfamiliar to Army personnel. Serious injuries and fatalities are sometimes the result from the accidental discharge of a weapon, despite all the training received. Accidents have an impact on the effectiveness of making mission, and grief is brought to Army families and friends through carelessness.

## Guns Require Training

Although handguns are the most common type

of guns involved in accidental shootings, rifles, shotguns, and air guns (such as BB guns) are also extremely dangerous. Long-barreled guns are easier to aim and are usually more accurate, and the portability of a short-barreled gun is not a requirement for hunting. Because every gun is different, and its operation, maintenance, and safety procedures require practice, it is crucial that every gun owner receive qualified training before attempting to use a gun.

## Gun Safety Basics

There are three major rules for safe gun handling:

1. Always keep the gun pointed in a safe direction. Since shooting in the air has killed people when gravity pulled bullets back down to earth at high speeds, do not carry guns pointed up or rest them on your shoulder.
2. Always keep your finger off the trigger until ready to shoot. Rest your finger on the trigger guard or along the side of the gun instead. ***Do not rely on a gun's safety device. It isn't foolproof.***
3. Always keep the gun unloaded and locked with a trigger lock until ready to use. Whenever you pick up a gun, either remove its magazine if it has one or open up its action and look into the rear of the gun's barrel. The chamber should be clear of ammunition. If you don't know how to do this, leave the gun alone.

## The Value of Training

Very few people can simply buy their first gun from a gun shop, take it home or out hunting and start using it safely. They have to learn how it operates, what its basic parts and features are, and how to safely open and close the action and remove any ammunition from the gun or magazine. Guns are like tools in that they need regular maintenance, cleaning, and proper storage to operate safely. A gun also requires ammunition designed only for that type of gun.

Gun students learn how to identify targets and a safe area of fire, what eye and ear protection to wear, the best ways to clean and store their weapon, safety procedures in the great outdoors, and local hunting and shooting requirements. Courses are offered by local police and sheriff's departments, state fish and game departments, and the local chapter of the National Rifle Association.

# Youth Attitude Tracking Survey Attributes

by Wendell Wilson, PAE Statistician

One of the more interesting and illuminating parts of the Youth Attitude Tracking Survey (YATS) provides results for a set of attributes. In PAE's young men's report we examined importance ratings of the 20 YATS attributes. Then, for each one, we looked at where the 16 to 21 year-old males thought that attribute might be found. That is, what kind of job it might be found in: military, civilian or equally in both, and what service best offers (or satisfies) the attribute.

Knowing which service best offers an attribute helps us understand the image the Army has among our potential recruits as compared to our DoD competition. Comparing a military job to a civilian job lets us see where the collective military image shines or fades. All of this is done with reference to how important the attributes are to this key part of our market. We would, of course, like to win the most important ones. Clearly, we should not spend very many resources or much effort in attempts to compete for those of

little importance to our market. The attributes YATS considers are listed in the table below.

How would you rate these attributes for yourself? How would you expect the young men to rate them? Don't be surprised if you rate them differently than the YATS survey respondents. After all, you're probably not part of our prime recruiting market.

Results from the 1994 survey rate each attribute in four categories of decreasing importance as either extremely, very, somewhat or not important. The extremely important ranking is the order shown above, with the most important attributes in the left column, the important ones in the center, and less important attributes in the right column. The order would not have been very different if they had been ranked by extremely plus very important (the top two categories). The lead attribute, *personal freedom*, had nearly one-half of the respondents in the extremely important category (over 90 percent in the top two categories) compared to only 10 percent (one-third in extremely plus very important) for the lowest rated attribute, *opportunity to travel*.

In terms of where the attributes might best be satisfied, a military job wins outright for *self discipline*, *a physical challenge*, and providing the opportunity for *adventure and travel*. In addition, a military job beats a civilian job for

| Most Important Attributes           | Important Attributes             | Less Important Attributes          |
|-------------------------------------|----------------------------------|------------------------------------|
| Personal freedom                    | Developing self-discipline       | Staying near family/friends        |
| Job security/steady job             | Developing leadership skills     | Doing something for your country   |
| Prevention of sexual harassment     | Equal opportunity for women      | Working in a high-tech environment |
| Preparation for a future career/job | Equal opportunity for minorities | Physical challenge                 |
| Money for education                 | Learning a trade/skill           | Opportunity for adventure          |
|                                     | Working as part of a team        | Opportunity for travel             |
|                                     | Mental challenge                 |                                    |
|                                     | Parent's approval                |                                    |



*job security, money for education, leadership skills, equal opportunity for minorities, learning a trade/skill, working as part of a team, providing a mental challenge, doing something for your country, and working in a high-tech environment.* A civilian job is the big winner for the top ranked attribute, *personal freedom*, and the much lower ranked one, *staying near family/friends*.


Comparing ourselves to the other services (see the accompanying chart), the Army has an overwhelming lead for *money for education* and *job security*, and leads in *preparation for a future career/job* and *personal freedom*. The Marine Corps leads for *something to be proud of*, followed by the Air Force, Army and Navy.

For the middle category of importance, the Army dominates *equal opportunity for minorities* (34.9 to 11.7 percent for the closest service), wins equal opportunity for women, and edges the Air Force for *learning a trade/skill* and the Marines for *working as part of a team*. The Army is a strong second to the Marine Corps for *developing leadership skills*, but trails that service substantially (48.5 to 16.5 percent) for *developing self discipline*. However, the Army proportion is still more than double the proportion for either of the other two services for this seventh ranked attribute.

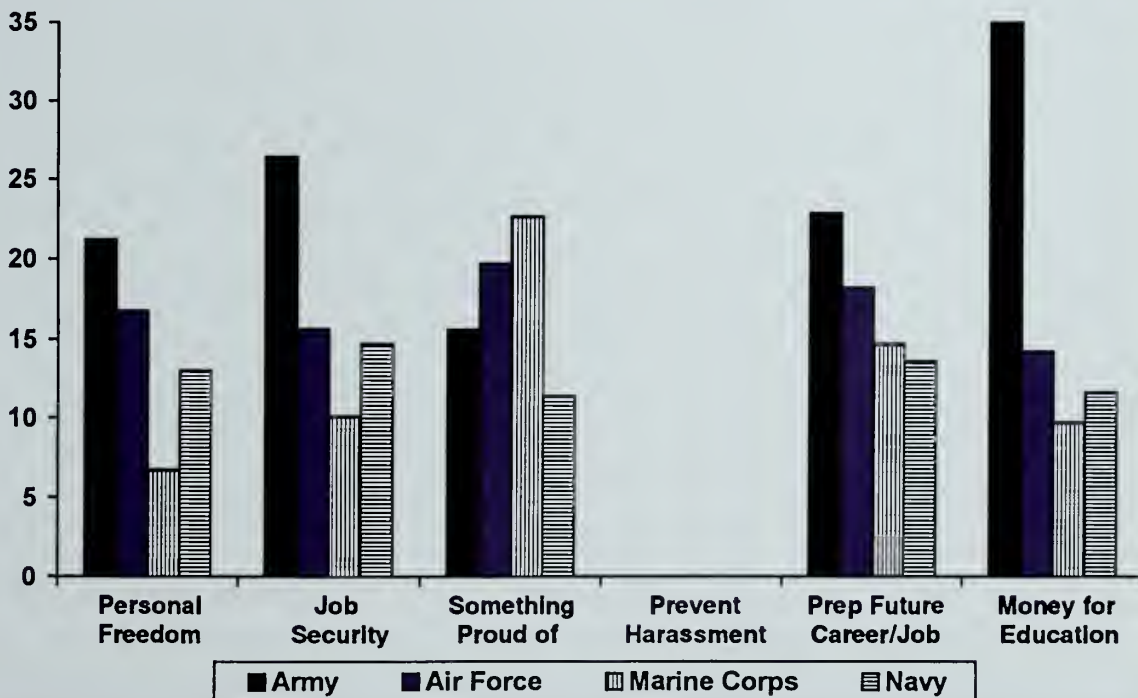
Among the less important attributes, the young men's 1994 responses favor the Army for *staying near family and friends* and *doing something for your country*. The Air Force wins working in a high-tech environment, the Marine Corps dominates *physical challenge* and has the edge for *adventure*, and the Navy gets "credit" for the *opportunity to travel*. But, these are the four lowest ranked attributes and are the least worth winning.

While our analysis of YATS attributes provides more powerful support for the Command's strategic approach to

the market, it does provide some limited clues to assist recruiters directly in working the young male market. Knowledge by recruiters of where the Army has an edge or where the military has an edge versus the civilian labor market can give us a "going in" idea of the points to emphasize with a potential recruit. For example, the perceived Army lead held by most of our market for *money for education* and *preparation for a future career or job* can be used to reinforce a prospect's reasons (ones the prospect may already agree with) for discussing opportunities with an Army Recruiter rather than our DoD competition. Likewise, knowing where we don't have an edge can, at least initially, steer us away from topics that are more likely to evoke a negative response from the prospect. For example, *something to be proud of* could produce a negative response for a substantial portion of our young male prospects. Awareness of the likely relative importance of these attributes can also help us spend less effort defusing another services lead for a less important "advantage."

Part of the support this type of analysis provides to the Command's strategic approach to the market is in evaluating and guiding our advertising effort. Understanding how the relative position of the Army changes from year to year for key attributes helps in understanding where we are gaining or losing ground in the key points we try to make through advertising. For example, we are currently trying to understand if some erosion of the Army's lead in *preparation for a future career/job* from 1993 to 1994 is related to some problem with advertising or tied in some way to the toughening propensity environment. 

Percent



### USAREC Ownership Program

The professional conduct of our business in close coordination with supported USAR units is essential to good business practices and public relations. The practice of ownership includes informing new USAR members about their unit of assignment, training obligations, and aiding each new USAR soldier in promptly reporting to their unit.

The USAREC USAR Ownership Program is designed to:

1. Introduce the new soldier to USAR unit personnel who are responsible for assisting the member to make the transition from civilian to military life.
2. Establish a close relationship between the recruiting force and the supported troop units which allow the recruiting force to act as ambassadors of the unit.
3. Provide prompt notification to the USAR unit of all accessions by USAREC recruiters.
4. Establish rapport and communications with each new USAR soldier (via the letter of welcome) for the purpose of maintaining contact while the member is

awaiting IADT and to obtain referrals.

Reference RE-CUSAR message 95-046, effective 1 Oct 95, USAREC Regulation 601-95, paragraph 6-8c, is changed to read:

Recruiters will accompany new USAR members to their unit of assignment. The recruiter of credit, RA or USAR, will employ the same escort procedures for nonprior (NPS) and prior service (PS) enlistees and Individual Ready Reserve (IRR) transfers. The recruiter of credit will telephonically contact the unit of assignment within three working days after enlistment or transfer, to coordinate a date and time for the new member's sponsorship appointment. Recruiter of credit will escort the new member to the unit not later than 10 working days after enlistment or transfer for their sponsorship by the unit personnel section. Information on the date and time of the unit appointment and unit point of contact will be annotated on the new sol-



dier's prospect data card (PDR). Recruiters will maintain contact with NPS and PS enlistees awaiting training until their scheduled ship date. Recruiters will maintain contact with transferees until assignment orders are received from Army Reserve Personnel Center (ARPERCEN). All follow-up procedures will be in accordance with USAREC Regulations 350-6, 350-7, 350-9, and 601-95.

*This change provides recruiters with a single escort procedure for all accession categories and facilitates unit sponsorship activities.*

**Any questions concerning information in this USAR News should be directed to your battalion USAR Operations section.**



1. Asking a prospect to make a commitment to enlist is the definition of \_\_\_\_\_.
  - a. close
  - b. trial close
  - c. "temperature check"
  - d. objection
2. RS commanders will maintain all forms within and records within UR 350-7 within the active files for a period of \_\_\_\_ months, unless specifically stated otherwise.
  - a. 12
  - b. 15
  - c. 18
  - d. 24
3. USAREC Pam 601-8 is designed to \_\_\_\_\_ and enhance your sales presentation. You should develop a technique using this pamphlet which compliments your \_\_\_\_\_.
  - a. change, style
  - b. assist, personality
  - c. modify, style
  - d. develop, market
4. RS commanders will ensure all newly assigned recruiters are adequately \_\_\_\_\_ to ensure a smooth transition to USAREC.
  - a. welcomed
  - b. mentored
  - c. sponsored
  - d. inprocessed
5. The RS operations and market analysis board is constructed and posted in accordance with \_\_\_\_\_ of UR 350-7.
  - a. appendix c
  - b. appendix e
  - c. para 2-5
  - d. para 3-1
6. RS commanders will accompany their recruiters to their assigned schools at least \_\_\_\_\_ each \_\_\_\_\_.
  - a. once, quarter
  - b. once, semester
  - c. once, school year
  - d. once, year
7. The recruiter ultimately has the authority to terminate follow-up on a USAREC Fm 200-C.
  - a. true
  - b. false
8. Who is the waiver approval authority for a surviving son or daughter waiver ?
  - a. Battalion commander
  - b. Brigade commander
  - c. CG PERSCOM
  - d. CG USAREC
9. All law violations regarding the sale, distribution, or trafficking (or intent ) of any controlled substance cannot be waived.
  - a. true
  - b. false
10. Salesmanship is defined as the art and science of \_\_\_\_\_ people to accept an idea, service or product.
  - a. asking
  - b. forcing
  - c. manipulating
  - d. persuading
11. Face to face hi-grad prospecting activities will be scheduled \_\_\_\_\_.
  - a. daily
  - b. weekly
  - c. bi-weekly
  - d. monthly
12. What acronym is used to perform immediate action on your M16A1 or M16A2 rifle?
  - a. SLAPS
  - b. SPLATS
  - c. SPORTS
  - d. SHORTS
13. You should be able to wear your M17 series protective mask (with hood) at least \_\_\_\_ hours while performing regular duties.
  - a. 2
  - b. 4
  - c. 6
  - d. 8
14. According to inspection table 16 in your CTT manual, during peacetime, you should inspect your M17 series protective mask every \_\_\_\_\_.
  - a. day
  - b. month
  - c. 6 months
  - d. quarter

*(The answers to this month's Test can be found on the inside back cover.)*

The following is a list by battalion of the first OPSC and LPSC to achieve mission box in RSM September.

## *1st Brigade*

### **ALBANY**

LPSC - BURLINGTON RS  
OPSC - KAISERSLAUTERN RS

### **BALTIMORE**

LPSC - FREDERICK RS  
OPSC - WINCHESTER RS

### **NEW ENGLAND**

LPSC - WATERVILLE RS  
LPSC - LEWISTON RS  
LPSC - TAUNTON RS  
OPSC - NORTH CONWAY RS

### **HARRISBURG**

LPSC - SELINSBURG RS  
OPSC - MONTROSE RS  
OPSC - BLOOMSBURG RS

### **NEW YORK**

LPSC - JAMAICA RS  
OPSC - LONG ISLAND RS

### **PHILADELPHIA**

LPSC - LANSDALE RS  
OPSC - GERMANTON RS

### **PITTSBURGH**

LPSC - LAVALE RS  
OPSC - SOMERSET RS  
OPSC - BRIDGEPORT RS

### **SYRACUSE**

LPSC - ROCHESTER MAIN RS  
OPSC - STOLLINGS RS  
OPSC - JOHNSON CITY RS

## *2d Brigade*

### **ATLANTA**

LPSC - SMYRNA RS  
OPSC - TOCCOA RS  
OPSC - DOUGLASVILLE RS

### **COLUMBIA**

LPSC - SHELBY RS  
OPSC - COLUMBIA DOWNTOWN RS

### **JACKSONVILLE**

LPSC - JACKSONVILLE SOUTH RS  
OPSC - TIFTON RS

### **MIAMI**

LPSC - BAYAMON RS  
OPSC - ST. THOMAS RS

OPSC - STUART RS

### **MONTGOMERY**

LPSC - FLORENCE RS  
OPSC - BIRMINGHAM RS

### **NASHVILLE**

LPSC - CLARKSVILLE RS  
OPSC - CAMPBELLSVILLE RS

### **RALEIGH**

LPSC - SPRING LAKE RS  
OPSC - SMITHSFIELD RS  
OPSC - WHITESVILLE RS

### **TAMPA**

LPSC - TAMPA NORTH RS  
LPSC - BRADENTON RS  
OPSC - TAMPA-TEMPLE TERRACE RS

### **JACKSON**

LPSC - HATTIESBURG RS  
OPSC - GREENVILLE RS

## *3d Brigade*

### **CHICAGO**

LPSC - WEST ADDISON RS  
OPSC - BRADLEY RS

### **CLEVELAND**

LPSC - BARBERTON RS  
OPSC - ELYRIA RS

### **COLUMBUS**

LPSC - LIMA RS  
OPSC - PORTSMOUTH RS

### **INDIANAPOLIS**

LPSC - MERRILVILLE RS  
OPSC - VINCENNES RS

### **GREAT LAKES**

LPSC - SAGINAW RS  
OPSC - ADRIAN RS

### **MILWAUKEE**

LPSC - WAUKESHA RS  
OPSC - FOND DU LAC RS

### **MINNEAPOLIS**

LPSC - RAPID CITY RS  
OPSC - PIERRE RS

## *5th Brigade*

### **DALLAS**

LPSC - KILLEEN RS  
OPSC - SHERMAN RS

### **HOUSTON**

LPSC - WILLOWBROOK RS  
OPSC - LAKE JACKSON RS  
OPSC - BRENHAM RS

### **KANSAS CITY**

LPSC - SALINA RS  
OPSC - AVA RS

### **NEW ORLEANS**

LPSC - LAKE CHARLES RS  
OPSC - CROWLEY RS

### **OKLAHOMA CITY**

LPSC - JACKSONVILLE RS  
OPSC - ALTUS RS  
OPSC - MONTICELLO RS

### **SAN ANTONIO**

LPSC - EL PASO NORTH RS  
OPSC - KINGSVILLE RS

### **DES MOINES**

LPSC - COUNCIL BLUFF RS  
OPSC - SPENCER RS

### **ST. LOUIS**

LPSC - MARION RS  
OPSC - MEXICO RS

## *6th Brigade*

### **DENVER**

LPSC - FORT COLLINS RS  
OPSC - DURANGO RS

### **LOS ANGELES**

LPSC - WHITTIER RS  
OPSC - PASADENA RS

### **PHOENIX**

LPSC - TUCSON NORTH RS  
OPSC - BULLHEAD CITY RS

### **PORTLAND**

LPSC - GUAM RS  
OPSC - MAUI RS

### **SACRAMENTO**

LPSC - SAN FRANCISCO  
GOLDEN GATE RS  
OPSC - SUSANVILLE RS

### **SALT LAKE CITY**

LPSC - ROY RS  
OPSC - LA GRANDE RS

### **SOUTHERN CALIFORNIA**

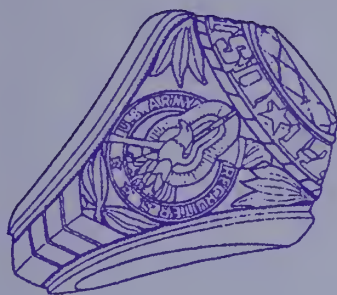
LPSC - VICTORVILLE RS  
OPSC - CYPRESS RS

### **SEATTLE**

LPSC - KENNEWICK RS  
OPSC - MOSCOW RS

POC is SFC Ayers, Recruiting Operations, (502) 626-0470.





# Rings

## BALTIMORE

SGT Kevin McPherson  
SFC Gregory Crouse  
SGT Carl Washington

## BECKLEY

SFC John Rosselot

## COLUMBIA

SFC Odell Glenn  
SFC Daniel Brown  
SFC George Gaines

## COLUMBUS

SFC Rick Freeman  
SSG Gregory McClain  
SFC Thomas Hershberger  
SFC Stanley Hagan  
SFC Roger Harmon  
SFC Sheridan Johnson

## DENVER

SFC William Kidder  
SFC Samuel Green

## DES MOINES

SFC Ritchie Inns

## GREAT LAKES

SSG Kimberly Sue Fegreus

## INDIANAPOLIS

SFC Roderick Shreve  
MSG Peter Rivera  
SFC Jerry Barker

## JACKSONVILLE

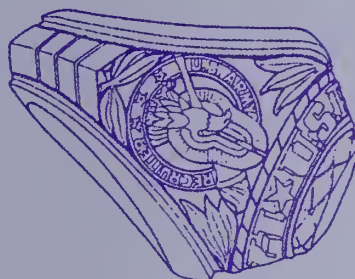
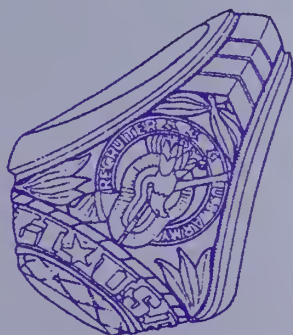
SFC Michael Gomes  
SGT Tracy Owens  
SSG Keith Cunningham  
SFC Robert Morris

## KANSAS CITY

SFC Kim Borman

## MIAMI

SFC Joseph Simpson



## OKLAHOMA CITY

SSG Randall Waterbury

## SACRAMENTO

SFC Johnavia Walker

## SAN ANTONIO

SSG Rafael Agosto  
SFC Frank Moya

## SANTA ANA

SSG Gerald Sprague  
SSG Anthony Jansen  
SFC Gregory Olarick  
SSG Gregory Brown

## SEATTLE

SFC Alvin Anderson

## SYRACUSE

SFC Dwane Stafford  
SFC Larry Waters

## TAMPA

SFC Anthony Minnigan  
SSG Napoleon Edgeworth

SFC Jose Mercado  
SFC Luis Ortega  
SSG Carmelo Parrilla  
SSG Wilfredo Martinez  
SSG Edwin Cruz

## MONTGOMERY

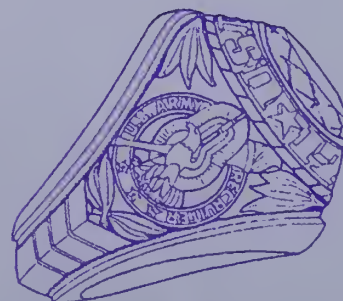
SGT Ambrose Palmer  
SFC Stephanie Olson  
SFC Thomas Disario

## NEW ORLEANS

SFC Michael Chinigo  
SFC Emanuel Carter  
SFC George Colon

## NEW YORK CITY

SGT Antoinette Azevedo





# Gold Badges

## Gold Badges

### BALTIMORE

SSG David Lamb  
SSG Kenneth Carlisle  
SGT Jessie Fox  
SSG Steven Thompson  
SSG Stanley Trammell  
SFC James Williams  
SGT William Copeland  
SSG Thomas Boyd  
SGT Darren Wiggins  
SSG Dwight Bonner

### BECKLEY

SSG Garry Cole  
SGT Crystal Burton  
SGT John Anthony  
SSG Benjamin Smith  
SSG Kevin Blackburn  
SGT Guy Zahn  
SSG Ronald Banks  
SGT Arlen Kraft

### CHICAGO

SGT Jeffery Haviland  
SSG Melva Nelson  
SGT Wilson Malone  
SSG Danny Gann  
SSG Edward Wojcik  
SSG Timothy Girard  
SGT Robert Williams

### CLEVELAND

SGT Leroy Bennett  
SGT David Tymes  
SGT Michael Sobieski

### COLUMBIA

SSG James Robinson

### COLUMBUS

SSG Merrel Gage

SGT Angelo Kendrick  
SSG Ronald Endres  
SSG Hector Cruz  
SFC Martin Roberts  
SSG James Bowman  
SSG Marcus Robinson  
SSG John Holbrook

### DENVER

SSG Robert Lynch  
SGT Daniel Magruder  
SSG Wes Davis  
SSG Timothy Spellman  
SGT Daniel Ardella

### DES MOINES

SSG Brian Randolph  
SGT Donald Helms

### GREAT LAKES

SGT Thomas Kingdom  
SSG Timothy Stout  
SSG Gary Hogan  
SGT Ronnie Pate  
SGT Andrew Hess  
SGT Kevin Cornelius  
SSG Frank Kinsel  
SGT Ronald Haynes  
SFC Martin Nyhart  
SGT Thomas Wentling

### HOUSTON

SFC Duane Thomas  
SFC Michael Batise  
SSG Barbara Thomas  
SSG Michael Robledo  
SGT Peter Gonzalez  
SFC Darren Cambel  
SGT Johnny Aguirre

### INDIANAPOLIS

SSG Joel Jeschke

SSG Todd Edmonson  
SSG Bryon Johnson

### JACKSON

SSG Samuel Jones  
SGT Kevin Keylor

### JACKSONVILLE

SSG Fabian Bradshaw  
SFC George Richardson  
SGT Michael Cockill  
SSG Ezekiel Morris  
SGT Jamie Gibbs

### KANSAS CITY

SSG N. Tello-Ramos  
SSG Gregory Rathjen

### LOS ANGELES

SSG Bradley Wilson  
SSG Kennedy Cola  
SSG Antone Clemetson

### MINNEAPOLIS

SSG Michelle Callahan  
SSG Christian Pappas  
SSG Paul Senior

### NEW ENGLAND

SGT Thomas Marshall

### NEW YORK CITY

SSG Thomas Hough

### PHILADELPHIA

SGT Anthony Steglik  
SSG Eddie Watkins  
SSG Charles Leonard  
SGT Corey Deal

### PITTSBURGH

SSG Steven Woodside  
SFC Freddie Siyufy

SSG Gary Cook  
SGT Mitchell Chatman  
SSG George Baehr

### PORTLAND

SGT Emerson Paranada

### SACRAMENTO

SFC Frank Howell  
SSG Francisco Alba  
SSG David Seals  
SSG Guy Garretson  
SSG John Perez  
SSG Kenneth Helems  
SFC Orlando Medina  
SSG Michael Thomson  
SSG Patrick Hernandez  
SFC William Jones  
SFC Henry Melon-Lopez  
SSG William Brookins

### SALT LAKE CITY

SGT Buford Christianson

### SAN ANTONIO

SGT David Bean  
SSG Anita Agosto  
SSG Jeanette Hester  
SFC Frank Taylor

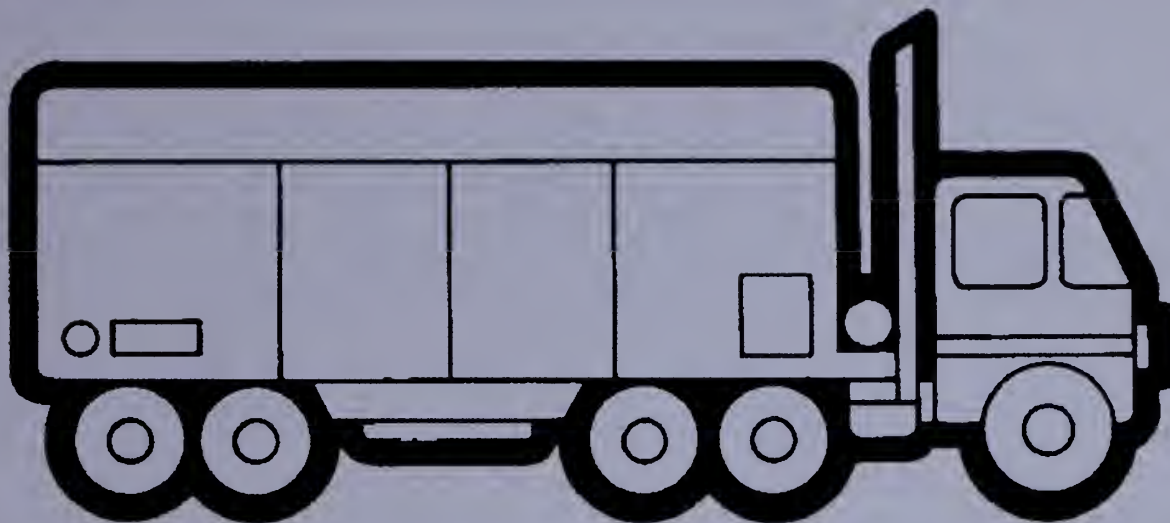
### SANTA ANA

SGT Doo Young Chang  
SSG Alfred McKenzie  
SGT Lawrence Marion  
SSG Carla Baldwin

### SYRACUSE

SSG Edward Stern  
SSG James Riley  
SSG Alan Rogers  
SSG Michael Hamilton





## JANUARY

### Cinema Vans

BECKLEY, 23 - 29 Jan  
COLUMBUS, 23 - 29 Jan  
DENVER, 23 - 29 Jan  
HOUSTON, 23 - 29 Jan  
OKLAHOMA, 23 - 29 Jan  
PHOENIX, 23 - 29 Jan

### Cinema Pod

ATLANTA, 23 - 29 Jan  
CHICAGO, 23 - 29 Jan  
COLUMBUS, 23 - 29 Jan  
NEW ENGLAND, 23 - 29 Jan  
OKLAHOMA, 23 - 26 Jan  
PHOENIX, 23 - 26 Jan

### Adventure Van

RALEIGH, 23 - 28 Jan

## FEBRUARY

TAMPA, 1 -18 Feb  
PHOENIX, 24 -26 Feb

## *Answers to the Test*

1. a, USAREC Pam 601-8-1, Glossary
2. b, USAREC Reg 350-7, para 2-5
3. b, USAREC Pam 601-8-1, para 5
4. c, USAREC Reg 350-7, para 2-4
5. a, USAREC Reg 350-7, Appendix C
6. c, USAREC Reg 350-7, para 4-18
7. b, USAREC Reg 350-7, para 4-25
8. d, AR 601-210, para 4-17, b
9. b, AR 601-210, Chapter 4, para 4-24, t
10. d, USAREC Pam 350-7, para 5-1
11. b, UR 350-7, para 4-7a, and UR 350-6, para 3-12b(1)
12. c, STP 21-1-SMCT, task 071-311-2029
13. c, STP 21-1-SMCT, task 031-503-1004
14. c, STP 21-1-SMCT, task 031-503-1005



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